

BECOMING A BETTER LEADER

PURPOSE: This operational guide is provided to all Air Force club management personnel to help enhance managerial skills.

SCOPE: This guide applies to all club management personnel.

GENERAL: The most critical ingredient needed in all organizations today is action-oriented leadership based on a whole new set of attitudes. Ninety five percent of managers say the right thing however only five percent actually do it. Regardless whether you are the caterer, kitchen chef, assistant manger or general manager of the club, leadership is the one key ingredient to organizational success.

GUIDANCE:

1. **Challenge complacency:** Remember the old saying, *“If you always do what you always did you’ll always get what you always got.”* The innovative leader is always looking at ways to improve the operation and is never satisfied with just being good. Employees will become comfortable doing the same thing the same way each day unless management continuously challenges the staff to come up with ideas to make the operation operate more smoothly.
2. **Take chances:** A leader understands that progress depends on continuous change. All changes are risky unless management does their homework to ensure that the change will impact the business in a positive manner. Nothing is guaranteed, however using information gathered from surveys, focus groups, and comment cards increase the odds the change will be successful.
3. **Be accessible:** Creating an open and supportive environment is important if you want your employees to be innovative. Changes happen so fast that by the time a problem is brought to a staff meeting, it’s too late. Empowering your people to make front line decisions (within reason) to defuse problems will increase customer service and satisfaction.
4. **Practice what you preach:** “Actions speak louder than words” as the saying goes. Management’s action speaks louder than any poster or slogan that states “people come first.” Managements actions show the employees what is truly important. If you say that something will be ready or done by a specific time, then ensure it is accomplished. For management to deviate from established guidelines or have a policy of “do as I say not as I do”, causes lower moral and discontent within the employee structure. This gets passed along to the customer.
5. **Be visible:** Solutions to problems and innovative ideas are found on the front line with the workers. Managers must get out of the office and spend time talking to workers and customers in and about the business.
6. **Be inspirational:** Management must be passionate, inspiring, committed and caring to be successful.

SUMMARY:

Traditional leadership styles are outdated. In today's business environment they are no longer effective. Everyone today, no matter what job they hold, must improve their leadership skills. The success of the organization may depend on how well management can adapt to an ever-changing environment.